



April 5, 2019

To: Columbia Association Board of Directors
(E-mail: Board.Members@ColumbiaAssociation.org)
CA Management

From: Andrew C. Stack, Board Chair

The Columbia Association Board of Directors Work Session will be held on Thursday, April 11, 2019 at **6:00** p.m. at Columbia Association headquarters, 6310 Hillside Court, Suite 100, Columbia, MD 21046.

AGENDA

	5 min.	Page Nos.
1. Call to Order		
(a) Announce Directors/Senior Staff Members in Attendance		
(b) Remind People that Work Sessions are not Recorded/Broadcast		
(c) Read Five Civility Principles		
(d) Inquire if any Board Members are attending remotely via phone		
2. Approval of Agenda	1 min.	
3. Chairman's Remarks	3 min.	2
4. President's Remarks; Follow-Up Questions from the Board Members	5 min.	
5. Work Session Topics	75 min.	
(a) CA's Draft Five-Year Strategic Plan – Goals	(75 min.)	4-6
6. Resident Speakout will begin at approximately 7:30 p.m. 3 Minutes per Individual; 5 Minutes per Group; 2 Minutes for Response to Questions		
5. Work Session Topics (cont'd)	120 min.	
(b) Continuation – CA's Draft Five-Year Strategic Plan – Goals	(105 min.)	4-6
(c) Easement Request – Grace Drive Pathway (formerly Robinson Overlook [River Hill] pathway)	(15 min.)	7-16
7. Adjournment – Anticipated Ending Time: Approximately 10:00 p.m.		

Next Board Meeting Thursday, April 25, 2019 – 7:00 p.m.

ARRANGEMENTS FOR AN INTERPRETER FOR THE HEARING IMPAIRED CAN BE MADE BY CALLING 410-715-3111 AT LEAST THREE DAYS IN ADVANCE OF THE MEETING.

CA Mission Statement

Working every day in hundreds of ways to make Columbia an even better place to live, work, and play.

CA Vision Statement

Making Columbia the community of choice today and for generations to come.

April 5, 2019

Chair's Remarks

April 11, 2019 CA Board Work Session

<u>Date</u>	<u>Activity</u>	<u>Time</u>
Apr 6, 2109	Searching For Spring (Joint Village event at Sports Park)	10:00 AM RR
Apr 6, 2019	Rain Garden Planting (River Hill)	1:00 PM RR
Apr 7, 2019	Wedding and Event Showcase (Town Center)	1:00 PM RR
Apr 8, 2019	Bay-wise landscaping (River Hill)	1:00 PM RR
Apr 10, 2019	"Choose Civility 2019 Poster and Video Contest: We Are All Welcome Here" Reception & Awards Ceremony (Arts Center)	6:30 PM
Apr 11, 2019	Columbia on Foot - Downtown Columbia Nature Walk (meet at the People Tree)	10:00 AM
Apr 11, 2019	CA Board work session	6:00 PM
Apr 12, 2019	Blossoms of Hope 2019 reception (Art Center)	6:00 PM
Apr 13, 2019	Greenfest (Howard Community College)	10:00 AM
Apr 16, 2019	Senior Advisory Committee meeting	2:30 PM
Apr 16, 2019	Columbia Aquatics Advisory Committee meeting (Hickory Ridge)	7:00 PM
Apr 24, 2019	"Columbia's Promise" film preview (Smith Theater)	7:30 PM RR
Apr 25, 2019	Columbia on Foot - Downtown Columbia Architecture Walk (meet in front of Cured Table & Tap)	10:00 AM
Apr 25, 2019	CA Board meeting	7:00 PM
Apr 27, 2019	Village elections (see each village web site for details)	
Apr 28, 2019	Outdoor Yoga class (Wilde Lake Park)	11:00 AM
Apr 30, 2019	Art Center Advisory Committee meeting (Art Center)	6:30 PM

May 2, 2019	Columbia on Foot - Owen Brown Nature Walk (meet at Lake Elkhorn dock)	10:00 AM
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RR = Registration Required or there is a Cost associated with this Activity



Columbia Association Strategic Planning Phase 3 Report

- I. Strategic Plan Overview
- II. Status
- III. Draft Mission
- IV. Draft Vision
- V. Preliminary Strategic Goals
- VI. Next Steps

Strategic Plan Overview

The strategic planning process is designed to incorporate six phases.

Phase 1:

- Review financial position, operations & governance activities, & current strategic plan.
- Deliver summary report assessment of current strategic plan.

Phase 2: Gather and explore information from a wide range of perspectives.

- Approximately 2,400 residents responded to a survey of community issues
- Approximately 200 staff members responded to a survey internal issues.
- Focus group style meeting with Village Board chairs
- Focus group style meeting with Advisory Committee chairs
- In-person interviews with stakeholders that included leaders in local organizations, Howard County government, and commercial property owners
- Collect socio-demographic & economic data regarding current state and projections
- Collect current state information on planned communities
- Deliver summary report of information gathered.

Phase 3:

Assess information from Phase 2 and identify strategic issues. Draft mission, vision, and goals.

Phase 4:

- Gather feedback regarding draft mission, vision, and goals. Develop 2nd drafts.
- Deliver summary report

Phase 5:

Consider feedback from Phase 4 and finalize mission, vision, and goals. Develop outline of implementation to include key metrics, actions, and responsibilities.

Phase 6:

Complete final strategic plan document to be presented for Board approval.



Status

As of April 1, 2019 we are in Phase 4. The Board and senior staff members met for two full day sessions in March (3.9.19 and 3.30.19) to consider the the information in the Phase 2 Report, identify strategic issues, develop draft mission and vision statements, and identify preliminary strategic goals.

Following the March 9th session, 1st drafts of the mission and vision statements were developed along with preliminary strategic goals. These 1st drafts were distributed to stakeholders for their input and suggestions. Board and senior staff members did likewise.

After considering the input from the 1st drafts, second drafts of the mission and vision statements were developed during the March 30th session. Preliminary strategic goals were unchanged due to lack of time. A decision by consensus was made to consider next drafts of strategic goals during the April CA Board meetings. Final drafts of the mission and vision statements will also be taken up then.

From there, the intent is to finalize the strategic plan by May 31, 2019. This report is organized into an executive summary with summaries.

Draft Mission

We inspire and engage our diverse community by providing programs, services and amenities that foster a unique sense of place and enhance quality of life.

Draft Vision

CA creates and supports solutions to meet the evolving needs of a dynamic and inclusive community.

Preliminary Strategic Goals

Each Goal represents an “umbrella” target statement (WHAT we want to accomplish & WHY) under which multiple clear, definable and measurable Objectives (HOW we plan to achieve the goal) can be grouped. Goals and Objectives help to define the priorities, and the concrete tasks, that will guide CA’s President, Staff and Board members towards joint Action Planning.

The 5 Year Strategic Plan represents an opportunity to renew and redefine our commitment to the values, services and benefits CA provides. While we want to be careful not to over-promise (there are areas where we simply do not have authority), we do want to inspire our residents to support us in the future.

Here are some suggestions for Goals that are clear, attainable, and understandable.



Identity:

CA will continue to provide programs, services, community events and partnerships that foster a neighborhood feel as Columbia continues to grow. (Who are we? Who will we be in 5 years? What are our values? What will we become?)

Advocacy:

CA will formalize an advocacy role in village center, New Town zoning and redevelopment issues affecting Columbia, so that stakeholders will have a seat at the table in future development and economic growth. (More impactful; including villages, small businesses, & those who live, work & play in Columbia)

Fiscal Sustainability:

CA will continue to evaluate, maintain and improve CA facilities and assets so that we can provide the appropriate services and programs for stakeholders through an assessment and evaluation system with community input. (Fiscal responsibility in analysis of assets, develop a roadmap for evaluation, develop partnerships with county leaders, become more nimble)

Environmental Stewardship:

CA will enhance its leadership role in environmental sustainability by preserving and maintaining existing pathways and Open Space, and pioneering renewable energy as a way of addressing climate change. (define and renew commitment to green Open Space, energy conservation, climate change initiatives, flooding issues, etc.)

Leadership Development:

CA will build leadership for the future through engaging with diverse community members so that Columbia continues to model diversity and inclusion. (millennials, outreach to diverse communities, engage with multiple stakeholders, partner with villages, etc.) Next drafts of these goals will be assessed for key metrics, objectives needed to accomplish the goals and goal responsibilities.

Next Steps

Goals and drafts of mission and vision will be distributed to stakeholders and the community via CA website. Board members agreed to engage members of their communities, villages, and in public meeting spaces and to reach as wide a cross-section of the community as possible. Comments will be encouraged and welcome.

This feedback will be incorporated and considered during the April Board meetings during times devoted to strategic planning.

Final adoption of the strategic plan is intended by May 31, 2019.

Easement Requests

APRIL 11, 2019

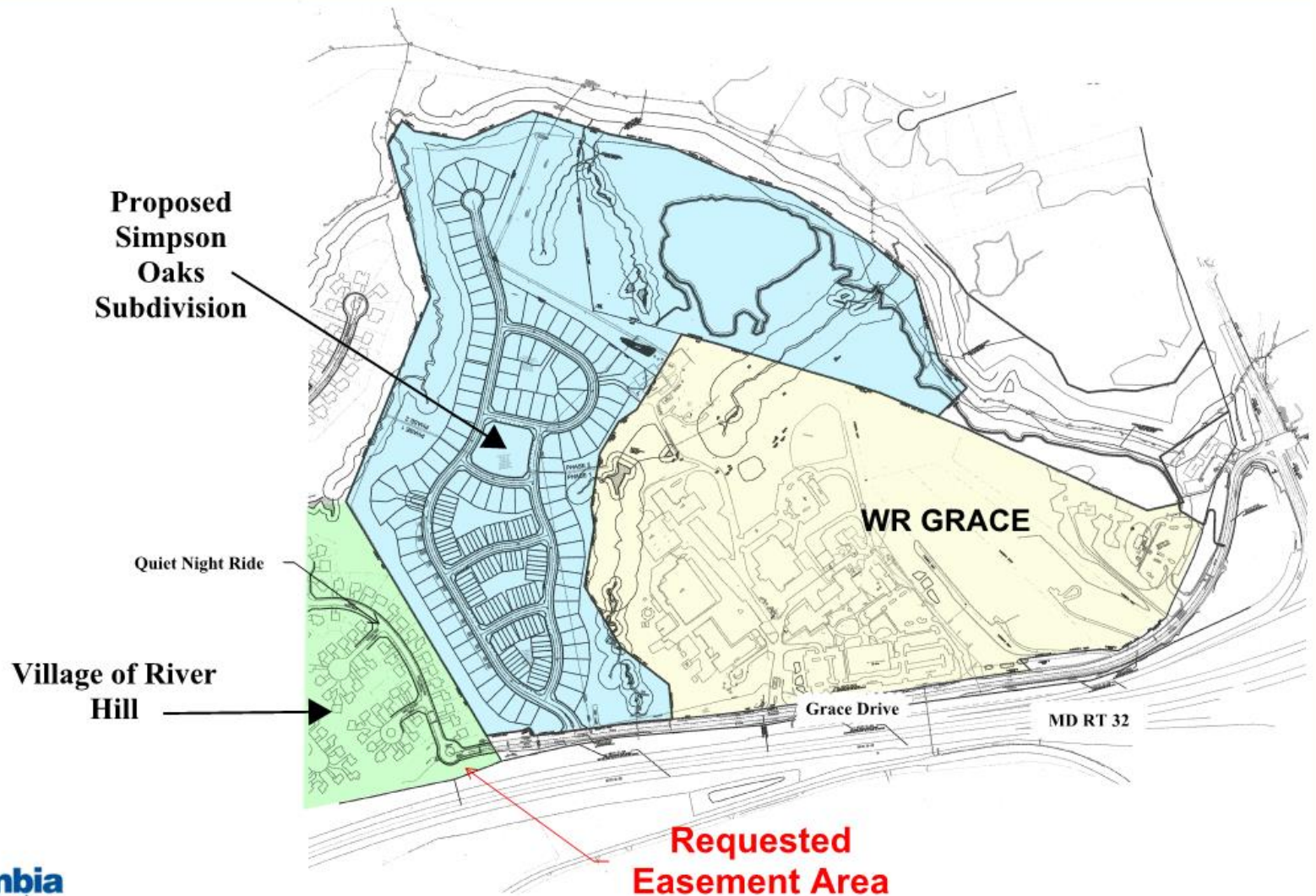
Columbia
Association

Requested Easements

1. Grace Drive Pathway – River Hill, easement for new asphalt pathway*

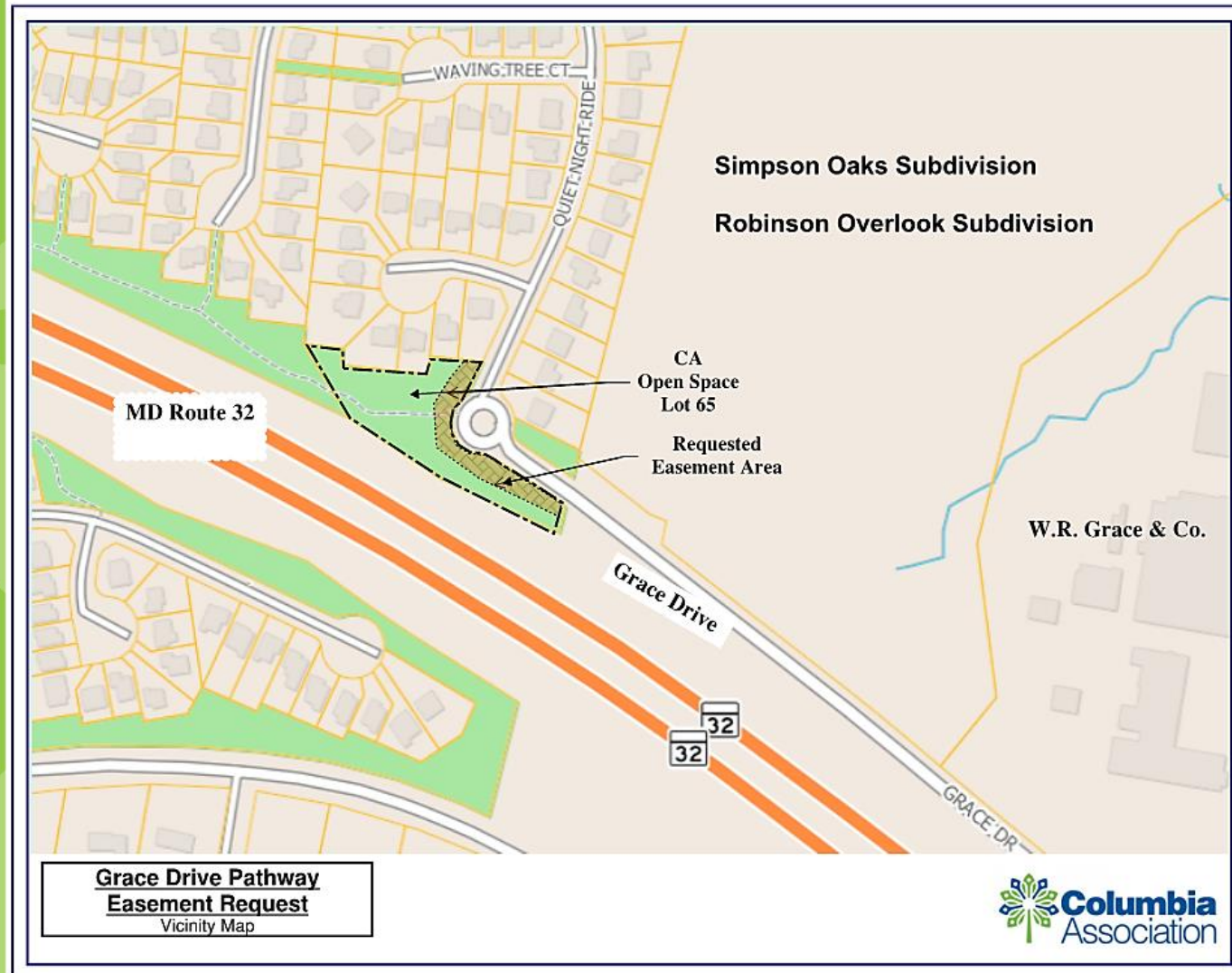
* Howard County asked Simpson Oaks to connect to their pathway to the current CA pathway to gain approval of their development plans

River Hill – Grace Drive Pathway



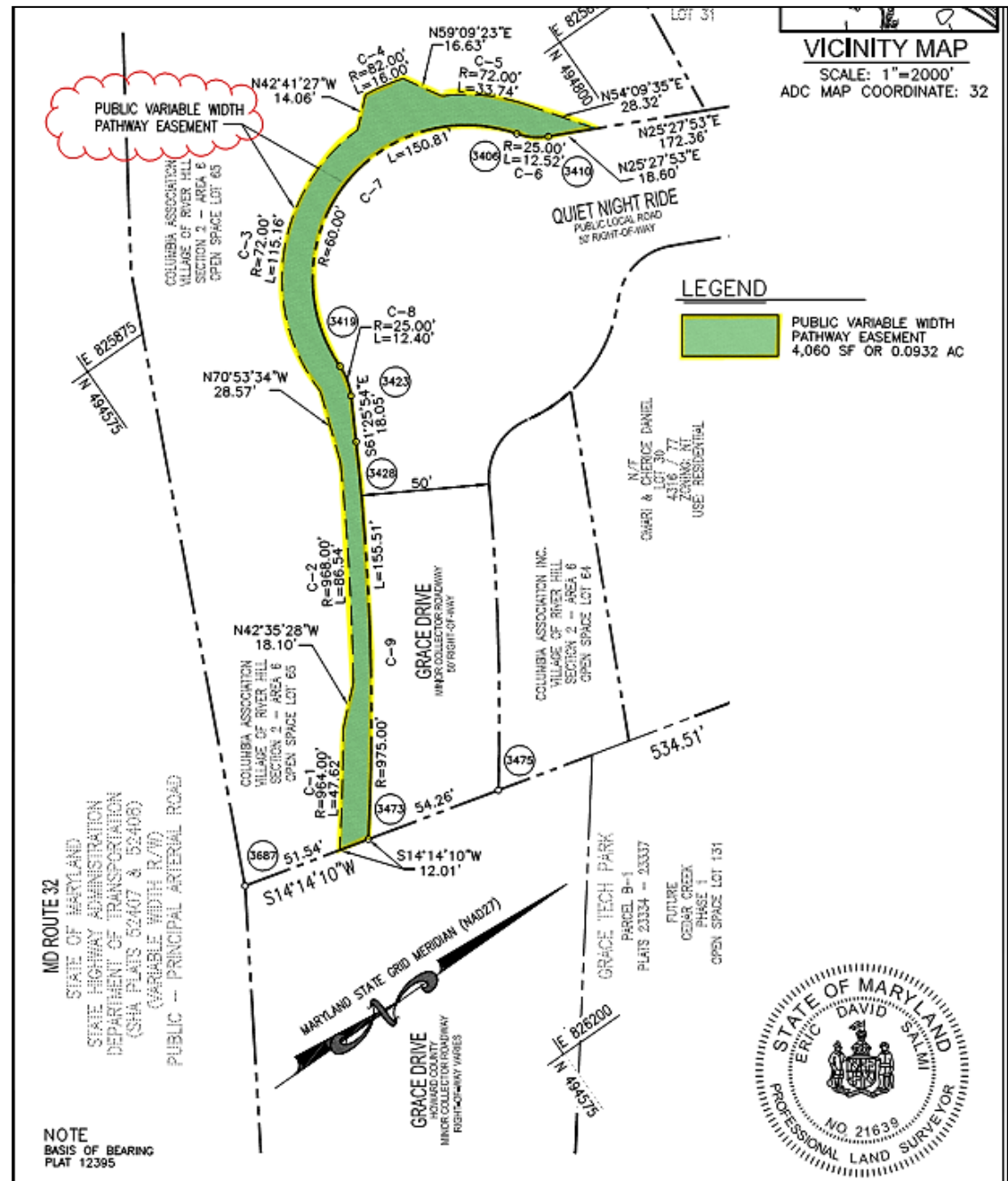
Grace Drive Pathway

Vicinity Map



Grace Drive Pathway

Easement Area



Grace Drive Pathway Easement

Request from Howard County

- Request for a pathway and sidewalk easement from Howard County to build and maintain a pathway connection between the River Hill Trail and Simpson Oaks.
- Staff Review Comments
 - Developer did not propose an easement charge
 - Developer rejected proposed CA property lien
- Staff Recommendation
 - Approval subject to addressing review comments and staff review of final plans and documents
 - Impose an easement charge of \$8,120

Upcoming Easement Requests

- Roslyn Rise – Village of Wilde Lake, land swap and maintenance easement
- 6454 Oakland Mills Road – Village of Owen Brown, sewer easement





Easement Request Form

Date: 4/4/2019

Easement Grantee: Howard County

Project Name: Grace Drive Pathway

Proposed Easement Location:

Village of River Hill - Section 2, Area 6, Phase I, Lot 65

Purpose of Proposed Easement:

Construction and maintenance easement of pathway and sidewalk connections to Grace Drive, Quiet Night Ride, and the existing CA pathway.

Alternatives to Proposed Easement:

Leave pathways and sidewalks in current condition and unconnected.

Briefly describe who will be impacted and how they will be impacted:

No adverse impacts for the trail. There may be minor disruptions to the local neighbors during pathway construction.

Additional Notes:

We originally proposed the lien for the Simpson Oaks property which was rejected. Therefore, we are recommending an appraised fee of \$2.00 per square foot, or \$8,120.00, for the easement area.

Contact Information

Name: _____

E-mail: _____

Phone #: _____

RESOLUTION AUTHORIZING EASEMENT

The Columbia Association (“CA”) Board of Directors (the “Board”) has considered whether to grant an easement, subject to staff final review, to Howard County, Maryland relating to the pathway improvements on CA Open Space Lot 65, Village of River Hill, a copy of which is attached to this Resolution (the “Easement”). The Board makes the following findings with respect to the Easement:

1. The execution and performance of the Easement is taken exclusively for the promotion of the social welfare of the people of Columbia;
2. The Easement is expected to produce civic betterments or social improvements consisting of improved public amenities and pedestrian access; and
3. The Easement produces benefits for the people of Columbia that are necessary incidents to the accomplishment of CA’s purpose to promote the social welfare of the people of Columbia.

Having made these findings, the Board hereby authorizes the execution of the Easement on behalf of CA.

BE IT SO RESOLVED

_____, 2018